

PREP Exercise Development Guide

This publication is designed to guide each of the response organizations participating in a government-led PREP Exercise through the Exercise Development Process. It will help each organization in:

- Develop a set of internal Exercise Objectives
- Explain how the internal Exercise Objectives of each organization are combined to develop a cohesive set of PREP Exercise Objectives, and
- Explain each organization's roles and responsibilities in developing a government-led PREP Exercise

PREP Exercises focus on the interaction between the responsible party and the federal, state and local government to exercise both the Area Contingency Plan and the responsible party's plan and the geographic area being exercised so as to "improve the response readiness of the geographic area as a whole." The assessment of the Area Contingency Plan and the supporting response plans provide the foundation for a geographic area's response readiness. From that foundation the response organizations in a geographic area develop their internal response organizations and procedures to support the accomplishment of the strategies laid out in the ACP and applicable supporting plans. A true assessment of a geographic region's response readiness can't be accomplished without also assessing these internal response processes.

To develop a PREP Exercise, it is necessary for each of the Response Organizations participating in the government-led PREP to identify what portions of their internal response processes they would like to exercise. To simplify what may appear to be an overwhelming task, we provide the following Exercise Objective Development Guide.

The key to a successful exercise is a clear definition of the internal exercise objectives by each organization. Exercise Objectives are broken down into four areas; Exercise Length and Scope, Exercise Participants, and Evaluation Objectives. All four areas are inter-related and as you develop answers to one set of questions, you may directly affect the ability to realistically meet your needs in other objective areas.

Scenario Development: The clear identification by each primary participating organization of their internal exercise objectives is the first step in developing an effective scenario. In most cases, it is better to leave the bulk of the scenario development to the Joint Design Team established for the PREP Exercise

How Long Should a PREP Exercise Be?

The PREP Guidelines state that the exercise should be at least 8 – 12 hour in length. However, in the seven years that we have been doing these exercises, we have found that it is better to first identify the two variables that assist in determining what the best length of Exercise to use. The two variables are: Response Tier and Exercise Format. Then chose the standard PREP Exercise Length that supports your desires.

Step 1 – Decide the Response Tier to Exercise

Response Tier Levels

Tier 1 – Local Response

The scenario will allow the accomplishment of those actions normally completed in the first 8 – 24 hours of actual response. Typically, this scenario length allows only the incorporation of local response assets by the Response Organizations and minimal participation by assisting and cooperating agencies/organizations. Stakeholder involvement is limited to local stakeholder groups

Tier 2 – Regional Response

The scenario will allow the accomplishment of those actions normally completed in 12 – 30 hours of actual response. Typically, this scenario length allows the full incorporation of local and regional response assets by all Response Organizations and the full participation of local assisting and cooperating agencies/organizations.

Limited participation of regional assisting and cooperating agencies/organizations may occur, as well as some coordination and information with national level assisting and cooperating agencies. Stakeholder involvement is at both the local and regional levels

Tier 3 – National Response

The scenario will allow the accomplishment of those actions normally completed in 24 - 48 hours of actual response. Typically, this scenario length allows the full incorporation of local, regional, and national response assets by the Response Organizations. Tier Three Exercises allow the full participation of local and regional assisting and cooperating agencies/organizations and normally will support at least limited involvement at the national level by assisting and cooperating agencies. In those cases involving the participation of foreign assisting and cooperating agencies/organizations, Tier Three Exercises allow the “on-scene” participation of these organizations. Exercise Participants should expect full participation of local, and regional stakeholder groups, as well as limited participation of national level stakeholders.

Examples of expected participation by Tier Levels

The following are examples of what type of response is expected – not required at different tier levels. This is provided so that each participating organizations can develop a feel of the type of resource commitment it can expect to provide.

Tier 1

Federal Response

Federal On-Scene Coordinator’s local response organizations (Coast Guard MSO’s/EPA OSC’s), Coast Guard Station and Air Station platforms (equipment deployment only), NOAA SSC. Local BOA contractor support. Limited Strike Team Support (field operations), Coast Guard District, Maintenance and Logistics Commands and the Marine Safety Center support via phone.

State Response

State On-Scene Coordinator’s local response organizations, including local support from state agencies other than the lead response agency (State Police, Fish and Wildlife, etc.) State SSC if there is one. Local government Emergency Management Agency support to the State Spill Management Team. Local government Fire Departments, HAZMAT Teams and Law Enforcement Departments (equipment deployment only, unless they are key participants because of state law). Local BOA contractors.

Responsible Party Response

RP’s local QI and Spill Management Team, local OSRO’s, oil spill co-ops.

Tier 2 – All Tier 1 resources and:

Federal Response –

FOSC’s full response organizations, Coast Guard Group and Air Station support (Spill Management Team support), Strike Teams (field and IMAT support – including OSC2 system support), Regional BOA contractors support. On-Scene District, MLC, CG Incident Management Teams, and Marine Safety Center support, USN Supervisor of Salvage on-scene support. Regional Response Team participation via conference call. NSF Public Information Assist Team Support

State and local Response

SOSC – Supporting State Agencies - Local Government Response Agencies (if not in Unified Command), Local Public Works Departments, Local Park Departments. Regional Response Team participation via conference call. Limited participation by pre-designated volunteer groups to assist with assessment/wildlife rehabilitation/responder support (American Red Cross, Salvation Army, volunteer SCAT teams, etc.). Local Government Leaders (Mayor/Board of Supervisors, etc.) as response drivers.

Responsible Party Response

RP's local response organization, OSRO Regional Contractor Networks, Regional Response Teams, contracted Spill Management Teams, limited specialized contractor support (Communication Vans, trajectory modelers, Crisis Communication Teams, limited wildlife rehab support, etc.). Limited Salvage contractor support (Salvage Master), Vessel classification society (ABS etc.), P&I Club, and Naval Architect support via phone.

Tier 3 – All Tier 1 and 2 Resources and:**Federal Response**

Full District and MLC Support (including On-Scene ISC representatives). Full NSF support. Coast Guard HQ participation, as a response driver. Formal RRT meeting to discuss/approve alternative response plans. Full support of other Federal Agencies (FEMA, DOD, etc.)

State Response

Full State support, including activation of State EOC and on-scene support from State Emergency Management Agency. Governor's Office, State legislator involvement as response drivers. Full participation of pre-designated volunteer groups.

RP Response

Full corporate support, including participation of Corporate Crisis Management Team at Corporate HQ and/or On-scene representative from foreign HQ. National OSRO contractor support. Full salvage team in-place and full support from specialized contractors. P&I Club, Classification Society, Naval Architect support on-scene.

Step 2 – Determine the Desired Format

The two formats of exercises offered are PREP Exercises and PREP Exercises combined with a Table Top Exercise. The entering argument for deciding which format options are available is the response tier being exercised.

PREP Exercises are full scale exercises involving both:

- Command Post Exercise Component
- Field Training Exercise component

PREP Exercises can be combined with Table Top Exercises, to meet the needs of the response organizations.

Table Top Exercises (TTX) are offered as a supplement to PREP Exercises, either to allow full accomplishment of the response for the established Tier, or as a means to reduce some of the resource requirements of the PREP Exercise. TTX's alone don't fulfill the requirements of a PREP Exercise.

TTX Variations

- **Joint Design Team TTX**
 - Focused on getting the response through the notification and mobilization stages of a response (4 – 8 hours).
 - Exercise Steering Committee must formally approve the actions scripted by the Joint Design Team.
- **Local Response Organizations TTX**
 - Focused on getting the response through the "emergency phase" of a response (8 – 24 hours), and determining response action decisions made by each response organization.
 - Requires participation by each response organizations local Incident Commander and their Operations, Planning, and Logistics Section Chiefs.
 - Requires Participation by Local OSRO Representative to assist Exercise Control during TTX.

NOTE: TTXs should be conducted within 4 weeks of the actual PREP Exercise. They are best done the same week as the exercise utilizing the same personnel who are going to participate in the exercise.

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Step 3 Determine the Desired Length of Exercise

Standard PREP Exercise Lengths –

Three standard PREP Exercise lengths have been developed over the years. The three standard PREP Exercise Lengths are:

- **One Day** – 8 to 16 hours
- **Two-Day Split** – 8 to 16 hours of Exercise Play on Day 1, all overnight play simulated, then 4 – 8 hours exercise play on Day 2.
- **Two-Day Continuous** – 36 to 48 hours of continuous Exercise Play, Unified Command (and Exercise Control) conduct actual shift changes.

Step 4 – Check to ensure that Desired Format and Length support desired Response Tier

Desire Response Tier/Exercise Lengths	One Day	One Day with TTX	Two Day Split	Two Day Split with TTX	Two Day Continuous	Two Day Continuous with TTX
Tier 1: Local	X	X				
Tier 2: Regional		X	X	X	X	
Tier 3: National				X	X	X

Step 5 – Decide what Exercise Length(s) and Type(s) you are willing to support.

- We realize there is a financial cost to all participants in a PREP Exercise. Each participating organization should analyze their cost factors and decide what it would cost them to support different exercise scenarios, to include, response tiers, exercise lengths and formats. Each organization should identify those exercise scenarios that it can support given their exercise budget. We can assist by tailoring the PREP Exercise to best fit your geographical area, type of spill to occur, and to limit or expand exercise lengths for cost considerations.

Before you ask.....Time Compressions and Time Alteration

The time critical nature of many of the inputs used by response organizations (Tides, Weather, etc.) to manage and plan response activities makes it critical that all response personnel are using the correct exercise time. Also, given the ever-increasing dependence on information systems to support response management activities, it is impossible to determine the capability of every system to support time compression or time alteration without affecting the designed system outcomes. Rather than risking affecting the outcomes of player actions and skewing the evaluation data collected, we don't use Time Compression or Time Alteration during PREP Exercises. They may be used during a TTX if that is the Exercise Format chosen

Time Compression

- Time compression is where one hour of exercise play represents two or more hours of actual incident time.

Time Alteration

- Time alteration is when the Exercise Scenario Day or Time and the time or day of actual Exercise Play are not the same.

Determine Exercise Scope

Step 6 - 8 – Determine Exercise Participants “Who Plays”

The response community as whole consists of four components: The response organizations, assisting agencies and organizations, cooperating agencies and organizations, and stakeholder groups. To effectively evaluate the response readiness of a geographic area as whole requires participation from each of the above groups in an exercise. While the degree of participation – in terms of the numbers of participants – may be smaller, the overall degree of exercise participation in each of the groupings must be sufficient to provide realistic interaction between each of the groupings.

That is not to say that PREP Exercises must be huge undertakings with large ICS organizations. Rather, PREP Exercises should provide a realistic reflection of the response support and influence exhibited by specific organizations during an actual response. They should also realistically reflect the growth of the response organizations over time.

The level of participation should also reflect the Response Tier being exercised, i.e. Tier 1 exercises should only involve local participants, while Tier 3 exercises should fully involve local, regional, and national participants.

Step 6 - Determine level of Response Organizations Involvement

Response Organization Participation:

The participating Response Organizations need to provide sufficient personnel to establish an effective Response Management Organization as outlined in the Area Contingency Plan being exercised.

- Response Management Team per organization's response plan or SOP – including Public Affairs support appropriate to the Response Tier being exercised
- Sufficient OSRO support required to support Response Management Team and equipment deployment portion of the exercise. At least one OSRO representative will be needed to assist Exercise Control.
- In addition, each organization should plan on involving those portions of their organization that provide direct support or guidance to the Response Organization. The level of support during the exercise should reflect the realities of the type of support and guidance provided during an actual spill
 - Information coordination and flow throughout the Response Organization's hierarchy as appropriate
 - Augmentation necessary to support response operations

Step 6 – List who within your organization will participate in the PREP Exercise, their role, and where you expect them to participate from (i.e. Spill Management Team, responder, Command Post; Corporate response group, advisor, Seattle Headquarters, District Operations Center, D13 HQ, resource and information coordination, PIAT, responder, on scene)

Step 7 – Determine Assisting and Cooperating Agency Participation:

Simply put, the involvement of the various assisting and cooperating agencies and organizations should equal their involvement in a real response – both in terms in the number of responders, and the type of response – appropriate to the response tier being exercised.

PREP Exercises provide an excellent opportunity to bring those assisting and cooperating agencies that don't normally respond to a spill into a "response" effort. The benefit of doing so is that it provides both the response organization and the assisting/cooperating agency an opportunity to learn each other's processes and response needs, before an actual response occurs.

- If they normally respond to all spills – they should participate in the PREP Exercise.
- If they normally respond to spills depending on the situation or when called – they should participate in the PREP only if the exercise scenario warrants.
- If they normally respond to the response scene or the command post – they should be on-scene during the exercise.
- If they normally don't respond on-scene – they should participate from the site where they would usually respond and the needed communication links established.

Step 7 – List the assisting and cooperating agencies that will participate in the PREP Exercise, their degree of participation, and their exercise location (i.e. OSRO, responder, Command Post and equipment deployment; Naval Architect, salvage advisor, Seattle office; Local Emergency Management Agency, resource coordinator, Logistics Section)

Step 8 – Determine Stakeholder Participation:

Stakeholder groups normally don't provide direct response support, but influence how the response organizations respond. This influence can take several forms: Environmental, Economic, Civic/Political, and media influences.

The PREP Exercise provides an excellent opportunity for the response organizations to develop an understanding of the concerns and issues of the Stakeholder groups that operate in the Area being exercised. These exercises also provide an opportunity to determine what can be done from a response perspective to address those issues and concerns that are germane to the response effort.

However, to be beneficial, rather than disruptive to improving the response process as a whole – the participation of these stakeholder groups must be realistic and enhance the benefit of the exercise as a whole.

- Environmental Stakeholders - Focus is on environmental issues in regard to the response effort, rather than spill prevention.
- Economic Stakeholders – Focus is on the economic impacts of a spill and spill response, tourism, commercial fishing, transportation disruptions etc.
- Civic/Political Stakeholders - Focus is on the impacts to a geographical area. It can be either a political office representing a broad geographic area or a private group such as a homeowners association whose focus is limited to a very specific geographic area.
- Media – Very often, the above stakeholder groups go to the media, rather than the Unified Command, in order to get "heard". In PREP Exercises, only "Role Play" or simulated Media representatives are used in this role
 - Real Media is invited to the exercise and report on the exercise itself, rather than on "exercise play".

Step 8 – List the Stakeholder Groups that you would like to see participate in this exercise and their role (Environmental, Economic, Political/Civic,) and a Point of Contact for each – if known. The NSFCC Stakeholder liaison will contact these groups during the Exercise Development phase and identify their issues and concerns.

Step 9 – Determine the Number of Exercise Responders

Until the overall exercise objectives are established, it is impossible to determine how many people need to participate in the exercise. However, the size of the response organization in the exercise should realistically reflect the size of a response organization in a real response, given all the variables in size that are influenced by the response scenario.

At a minimum, each of the response organizations need to plan on bringing a full complement Spill Management Team / ICS organization that would be used to respond to the response tier being exercised. A full complement includes sufficient support personnel to accomplish necessary response management support functions (documentation, public affairs, logistics support, etc.). The response organizations should also plan on providing at least one OSRO / BOA representative for each OSRO/BOA organization participating in the exercise to assist exercise control.

In addition, each organizations should be willing:

- To bring sufficient personnel to accomplish the agreed upon Equipment Deployments
- To arrange the participation of those assisting and cooperating agencies and organizations needed to accomplish agreed upon exercise objectives.
- Provide its fair share, of Exercise Data Collectors (Controllers and Evaluators).
- The Response Organization must reflect the structure and numbers of personnel anticipated in the ACP and supporting response plans for the response tier being exercised.

Step 9 – Given your desired response tier, how many personnel from your organization, and your assisting and cooperating agencies/organizations are needed to meet the above guidelines.

Step 10 – Determine the type of training desired and number of trainees

PREP Exercises, though focused, on the assessment of the entire response community are training opportunities. However, unless the training end of the exercise is acknowledged and planned for – the “training opportunity” can overwhelm the primary goal of assessing the Area Contingency Plan.

Not carefully planning for the training opportunity results from the bottom line problem of too many people are “in the response organization”. The typical impacts to the exercise are:

Skewing of observation data – which could possibly result in erroneous corrections to the plans being exercised

- Impacts evaluation of Command Post Capabilities
- Impact observations of response management process i.e. jockeying of assignments so all can get “experience” in multiple positions
- Impacts observation of Response Organization Structure – Exercise Organization reflects “training needs” rather than response needs

Use of improper ICS processes to support “training accomplishment”.

- Response organization built “all-at-once” rather than by operational need. - Too many people forces breaking of span of control principals and response organization built faster than Directors, Chiefs, and Leaders can delegate
- Doesn't support good check-in processes
- Negatively impacts internal communication between Sections and, within Sections

However, there a several ways that both the Exercise Needs and Training Needs can be met. The Joint Design Team best determines how to best meet the different needs. To assist the Joint Design Team in developing a method to meet these needs each organizations should clearly identify what its internal training objective for the exercise is and how many people it wants to train.

- **Identify each type(s) of training required by your organization and how many personnel require each type.**
 - No training,
 - Initial Exposure to response management or ICS,
 - Hands-on training with coaching/mentoring,
 - Hands-on training for qualification.

Step 10 – List your organization’s training objective for this exercise

Steps 11 – 16 Determine Exercise Play Locations

Several different types of Play Locations must be identified for each exercise. They are:

- **Control Room Locations**
- **Command Post Locations**
- **Impacted Locations**
- **Field Play Locations**
- **Remote Play Locations**

Control Room

Note: While it is desirable to have a control room in close proximity to the Unified Command Post, it is not mandatory that the Control Room and the Unified Command Post be collocated. Command Post decisions should not be made with the need for a control room as a controlling factor in the decision of what Command Post to use.

Step 11-13 – Determine the Command Post Locations

Command Post Locations

Command Post locations are normally dictated in the various response plans and are almost always driven by availability of a suitable resource in any given geographic area. One key to selecting a command post – if one is not pre-identified – is the reasonable availability of the resource almost instantaneously.

For this reason, commercial facilities, such as hotels and convention centers that often are “booked” don’t make good command posts.

Facilities that we have found well suited to being Command Posts include National Guard Armories/Armed Forces Reserve Centers, School facilities (including College and University facilities), local government owned and operated Facilities, (EOC’s, Public Safety agency training sites, state run marine facilities (terminals/warehouses,) etc.

Initially, each response organization is expected to respond to their pre-established command post or to the location directed by their response plans or process – then transition to a Unified Command Post

- Transition may be “played out” during TTX, depending on the objectives of the Exercise as a whole

The Exercise Command Post should be

- Listed in the Area Contingency Plan, or
- In the process of being evaluated for inclusion in the Area Contingency Plan
- Responsible Party Command Posts may be used if they are a realistic option, either because they would be used for a spill from the participating responsible party, or,
- The responsible party has agreed to use of the Command Post for any response operations And it is of sufficient size to support the number of personnel needed to exercise the desired response tier

Command Post Size

There is no magic formula for determining what is an appropriate size for a command post – there are just too many variables.

Command Post Telecommunication Support

As we conduct the PREP Exercises, we have found that the availability of telecommunications infrastructure to support the explosion of information management systems used in response support has become a limiting factor in the suitability of a Command Post – even pre-identified Command Posts

All areas of the country are experiencing difficulty in providing sufficient infrastructure to support the boom in information technology. We have found lead times up to six months to install large amounts of new services (both voice and data) because of the demand for these services

Step 11 and Step 12– All Response Organizations –

Step 11 – Identify your telecommunications requirements, including the minimum requirements of any information systems that will be used during the exercise (modem connections (how many), ISDN, T1 etc.)

Step 12 – Identify the Command Post or location initially used by your local response organization during a response.

Step 13 – Federal On- Scene Coordinator Only – Identify the Unified Command Post to be used during the Exercise.

Step 14 – Identify required Impacted Locations

Is there a specific area that needs to be impacted during the exercise? This question only needs to be answered in a very few instances:

- **Is there an area so high on the priority list it has to be protected no matter the situation, or**
- **Is there an area so fragile that any impact or intrusion will forever ruin the area**
- **Is there only one area that will support the exercising of a key Exercise Objective (i.e. Tribal lands that have to impacted in order to bring a Native American Nation into the Unified Command.)**

Step 14 – List any specific areas that need to be impacted during the drill. Please include any areas not to be impacted.

Step 15 – Identify necessary Field Locations

Is there a specific field site that you would like to use for exercise play? Again, there are just a few instances that require an answer to this question. The entering arguments to determine the need to answer this question are:

- **Is there a field site that poses special challenges to responders (i.e. accessibility, communication linkage, unusual operating parameters (high currents, shallow water etc.)**
- **Will the use of this field site provide unique evaluation data unobtainable at other field sites?**

Step 15 – List any specific field sites that need to be used by responders during the drill

Preparedness for Response Exercise Program

- It is our experience that 10 – 25 square feet of space is needed for each responder working in the command post.
- The larger the response organization the more individual space needed.
- This space need includes the space taken up by support equipment, as well as “personal working area”
- A telecommunications survey of the Exercise Command Post should be conducted to ensure there is sufficient infrastructure to support expected communication needs

Step 16 – Identify necessary Remote Location participation

Remote locations are those sites used by the response organizations and their assisting and cooperating agencies to coordinate support activities, act **as information flow hubs, or provide higher level strategy and response guidance to the Unified Command.**

Examples of these sites include: **Emergency Operations Center, Corporate Response Centers, State Agency Headquarters, OSRO central offices, RRT representatives, etc.** Unlike a real response, during an exercise not all of the remote locations are staffed and operational, especially those that provide support coordination. Each organization should **identify those remote locations that need to be staffed and operational during the exercise** either because they are critical to the success of a specific response process, or their participation will enhance the accomplishment of an Exercise Objective.

Step 16 – List any remote play locations that need to participate in the drill and the type (phone, Crisis Management Team participation, etc.) needed to support your exercise needs. Please list the name of the organization or agency and a POC for that organization or agency.

Step 17 – Identify the types and amounts of response resources to be deployed

Some form of response equipment deployment (boom, skimmers, vessels) must be conducted during the PREP Exercise. Support equipment and resources can also be deployed – but don't meet the equipment deployment requirement. The amount of equipment, the timing of the deployment, and who deploys the equipment (is doesn't just have to be OSRO Equipment) should be tied to what bring the most value to the exercise. Each organization should consider the following:

Equipment Deployment Considerations

- Are there any Equipment Deployment options in my response plan that haven't been exercise or haven't been routinely exercised (i.e. fire boom)
- Are there response strategies in the Area Contingency Plans that have never been exercised (i.e. booming of a remote ESA)
- Is there equipment that can be deployed to meet PREP Equipment Deployment Exercise Criteria
- Are there support resources that need to be deployed to meet your exercise needs (i.e. radio systems to support external communications assessments or SCAT teams to bring a specific organization into play)

Step 17 - Identify the

- **Response equipment you wish to deploy or would like to see deployed**
- **Support resources that must be deployed to achieve a specific exercise need**

The Joint Design Team will determine how to meld the equipment deployment objectives for the PREP Program with the Equipment Deployment desires of each organization.

Step 18 – Identify Internal Evaluation Objectives and Issues

By default, each of the 16 PREP Objectives are almost always evaluated during the exercise. However, to develop an evaluation methodology that will best meet the needs of all the response organizations – it is necessary to focus the evaluation effort on those specific issues within the 16 PREP Objectives.

Identify the PREP Objective or Objectives you wish to focus the evaluation effort on. Some things to consider in identifying specific PREP Objectives are

- What portions of your plan or response process are of most concern to your organization
- What portions of your plan are untested – either by an actual response or in an exercise
- Are there new technologies, systems, or processes that you would like to try – but may be too risky to initially implement during an actual response.

- **Identify the specific issue related to the chosen PREP Objective**

Issue Examples

- **Describe in as much detail as possible the specific task, or process you want to evaluate**

- Objective – External Communications –
 - Issue – Can the Unified Command communicate to field units in Back Bay National Park?
- Objective – On Water Recovery
 - Issue – Can shallow water barge systems operate in the shallow waters of Not So Deep Lagoon?
- Objective – Transportation
 - Issue: - There will not be any vessel escorts.

- **Please include the specific objectives and issues not to be addressed.**

Step 18 - The 16 PREP Objectives are listed below. Identify those specific objectives that you would like the evaluation to focus on during the PREP Exercise. Also identify the specific issues your organizations would like to collect evaluation data on for the identified PREP Objectives.

PREP Objectives

Organizational Design Objectives — All OPA 90 planning initiatives have tended towards developing an Incident Command System for oil spill response. No single system has emerged as a clear standard. This does not preclude standardizing the "response functions" of such an organization. These objectives deal with the design of the response organization. They are basic building blocks of an Incident Command System.

Operational Response Objectives — These objectives are based on the basic operational functions required during an oil spill response. Regardless of the assignment of these functions to specific elements within the response organization or Incident Command System (ICS), they should all be present.

Response Support Objectives — Any emergency response will require support. These support functions will be common to all responses regardless of the operation being supported. The efficiency and sustainability of the operation will be supported by these functions.

ORGANIZATION DESIGN OBJECTIVES

Objective 1 — NOTIFICATIONS

Test the notification procedures identified in the Area Contingency Plan and the associated responsible party response plans.

Objective 2 — STAFF MOBILIZATION

Demonstrate the ability to assemble the spill response organization identified in the Area Contingency Plan and associated responsible party response plans.

Objective 3 — UNIFIED COMMAND

Demonstrate the ability of the spill response organization to form a Unified Command.

Sub-objective 3.1 — FEDERAL REPRESENTATION

Demonstrate the ability to consolidate the concerns and interests of the members of the Unified Command into a unified strategic plan with tactical operations.

Sub-objective 3.2 — STATE REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.3 — LOCAL REPRESENTATION

Demonstrate the ability to function within the Unified Command structure.

Sub-objective 3.4 — RESPONSIBLE PARTY REPRESENTATION

Demonstrate the ability to implement their response plans and ensure the tactical objectives of that plan are consistent with the strategic objectives of the Area Contingency Plan.

Objective 4 — RESPONSE MANAGEMENT SYSTEM

Demonstrate the ability of the spill response organization to operate within the framework of the Response Management System identified in their respective plans.

Sub-objective 4.1 — OPERATIONS

Demonstrate the ability to coordinate or direct operations related to the implementation of action plans contained in the respective contingency plans or developed by the Unified Command.

Sub-objective 4.2 — PLANNING

Demonstrate the ability to consolidate the various concerns of the members of the Unified Command into joint planning recommendations and specific long-range strategic plans. Demonstrate the ability to develop short-range tactical plans for the Operations section.

Sub-objective 4.3 — LOGISTICS

Demonstrate the ability to provide the necessary support for both the short term and long term action plans.

Sub-objective 4.4 — FINANCE

Demonstrate the ability to document the daily expenditures of the response organization and provide cost estimates for continuing operations.

Sub-objective 4.5 — PUBLIC AFFAIRS

Demonstrate the ability to form a Joint Information Center and provide the necessary interface between the Unified Command and the media/concerned citizens.

Sub-objective 4.6 — SAFETY AFFAIRS

Demonstrate the ability to monitor all field operations and insure compliance with safety standards.

Sub-objective 4.7 — LEGAL AFFAIRS

Demonstrate the ability to provide the Unified Command with suitable legal advice and assistance.

OPERATIONAL RESPONSE OBJECTIVES

Objective 5 — DISCHARGE CONTROL

Demonstrate the ability of the spill response organization to control and stop the discharge at the source.

Objective 6 — ASSESSMENT

Demonstrate the ability of the spill response organization to provide an initial assessment of the discharge and provide continuing assessments of the effectiveness of the tactical operations.

Objective 7 — CONTAINMENT

Demonstrate the ability of the spill response organization to contain the discharge at the source or in various locations for recovery operations.

Objective 8 — RECOVERY

Demonstrate the ability of the spill response organization to recover the discharged product.

Sub-objective 8.1 — SHALLOW WATER RECOVERY

Demonstrate the ability to assemble and deploy the on water recovery resources identified in the response plans.

Sub-objective 8.2 — SHORE BASED RECOVERY

Demonstrate the ability to assemble and deploy the shore side clean up resources identified in the response plans.

Objective 9 — PROTECTION

Demonstrate the ability of the spill response organization to protect the environmentally and economically sensitive areas identified in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.1 — PROTECTIVE BOOMING

Demonstrate the ability to assemble and deploy sufficient resources to implement the protection strategies contained in the Area Contingency Plan and the respective Industry Response Plans.

Sub-objective 9.2 — DISPERSANT USE

Demonstrate the ability to quickly evaluate the applicability of dispersant use for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.3 — IN SITU BURNING

Demonstrate the ability to quickly evaluate the applicability of In Situ Burning for this incident and implement a pre-approved plan from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.4 — WATER INTAKE PROTECTION

Demonstrate the ability to quickly identify water intakes and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.5 — WILDLIFE RECOVERY AND REHABILITATION

Demonstrate the ability to quickly identify these resources at risk and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.6 — POPULATION PROTECTION

Demonstrate the ability to quickly identify health hazards associated with the discharged product, the population at risk from these hazards and implement the proper protection procedures from the Area Contingency Plan or develop a plan for use.

Sub-objective 9.7 — ALTERNATE RESPONSE TECHNOLOGIES

Demonstrate the ability to quickly evaluate the applicability of using Alternate Response Technologies for this incident and implement use of from the Area Contingency Plan or develop a plan for use.

Objective 10 — DISPOSAL

Demonstrate the ability of the spill response organization to dispose of the recovered product.

RESPONSE SUPPORT OBJECTIVES

Objective 11 — COMMUNICATIONS

Demonstrate the ability to establish an effective communications system for the response organization.

Sub-objective 11.1 — INTERNAL COMMUNICATIONS

Demonstrate the ability to establish an internal communications system. This encompasses communications both within the administrative elements and the field units.

Sub-objective 11.2 — EXTERNAL COMMUNICATIONS

Demonstrate the ability to establish communications with external advisory and support elements.

Objective 12 — TRANSPORTATION

Demonstrate the ability to provide effective multi-mode transportation for prosecution of the response and support functions.

Sub-objective 12.1 — LAND TRANSPORTATION

Demonstrate the ability to provide effective land transportation for all elements of the response.

Sub-objective 12.2 — WATERBORNE TRANSPORTATION

Demonstrate the ability to provide effective waterborne transportation for all elements of the response.

Sub-objective 12.3 — AIRBORNE TRANSPORTATION

Demonstrate the ability to provide effective airborne transportation for all elements of the response.

Objective 13 — PERSONNEL SUPPORT

Demonstrate the ability to provide the necessary support of all personnel associated with the response.

Sub-objective 13.1 — MANAGEMENT

Demonstrate the ability to provide administrative management of all personnel involved in the response. This includes the ability to move personnel into or out of the response organization with established procedures.

Sub-objective 13.2 — BERTHING

Demonstrate the ability to provide overnight accommodations on a continuing basis for a sustained response.

Sub-objective 13.3 — MESSING

Demonstrate the ability to provide suitable feeding arrangements for personnel involved in the response.

Sub-objective 13.4 — OPERATIONAL/ADMINISTRATIVE SPACES

Demonstrate the ability to provide suitable operational or administrative spaces for personnel involved with the management of the response.

Sub-objective 13.5 — EMERGENCY PROCEDURES

Demonstrate the ability to provide emergency services for personnel involved in the response. This includes medical and personal emergencies.

Objective 14 — EQUIPMENT MAINTENANCE and SUPPORT

Demonstrate the ability to maintain and support all equipment associated with the response.

Sub-objective 14.1 — RESPONSE EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all response equipment.

Sub-objective 14.2 — SUPPORT EQUIPMENT

Demonstrate the ability to provide effective maintenance and support for all equipment that supports the response. This includes communications equipment, transportation equipment, administrative equipment, etc.

Objective 15 — PROCUREMENT

Demonstrate the ability to establish an effective procurement system.

Sub-objective 15.1 — PERSONNEL

Demonstrate the ability to mobilize sufficient personnel to mount and sustain an organized response. This includes ensuring that all personnel have qualifications and training required for their position within the response organization.

Sub-objective 15.2 — RESPONSE EQUIPMENT

Demonstrate the ability to procure sufficient response equipment to mount and sustain an organized response.

Sub-objective 15.3 — SUPPORT EQUIPMENT

Demonstrate the ability to procure sufficient support equipment to support and sustain an organized response.

Objective 16 — DOCUMENTATION

Demonstrate the ability of the spill response organization to document all operational and support aspects of the response and provide detailed records of decisions and actions taken.

Developing a Unified Set of PREP Exercise Objectives

Just as the response to an actual spill is a unified effort, the development of a PREP Exercise itself should be a unified effort of the participating response organizations. Though this is a government-led exercise – the needs of the government response organization don't dictate the design of the exercise. Rather the exercise should reflect the needs of all the participating response organizations.

However – the purpose of the PREP Exercise is to “improve the response readiness of a geographic area as a whole”. Therefore we ask all the participating organizations to recognize that the Area Geographical Area Exercise Objectives must be met. The Area Exercise Objectives are established by the AREA Committee.

At the first development meeting, we ask the Exercise Steering Committee to meet. The Exercise Director and the Exercise Steering Committee representatives (IC/QI) for each response organization will present their organization's exercise objectives.

After the presentation of each organization's Exercise Objectives – the NSFCC will facilitate a discussion among the representatives to the Exercise Steering Committee to identify a Unified Set of PREP Exercise Objectives that best meet the Area's Exercise Objectives and the internal exercise objectives of the response organizations.

It may be impossible to meet every internal Exercise Objective for every Response Organization. We ask each of the Response Organizations to be willing to compromise to a reasonable degree to attain the Area Exercise Objectives.

Exercise Participants – Development Roles and Responsibilities

Area Committee

The Area Committee plays a critical role in guiding the development of the PREP Exercises. The Area Contingency Plans, though written and held by the Federal On-Scene Coordinator, are written to reflect the concerns and issues of the Area Committee as a whole. The response processes and procedures detailed in the ACP should reflect how the Area Committee envisions a response to major oil spill will be carried out in order to meet these concerns and issues. Therefore, the Area Committee should provide advice to the Federal On-Scene Coordinator regarding the development of the Area Committee's Exercise Objectives. Unless otherwise directed by the FOSC, we always look to the FOSC – and the FOSC's Joint Design Team representative at Joint Design Team Meetings – to speak for the Area Committee.

Area Committee Exercise Development Role

- Develop Area Committee's Exercise Objectives
- Fill Exercise Observation Team Roles as appropriate
- Review Exercise Report and Lessons Learned. Update Area Contingency Plan as appropriate
- Area Committee Members always welcome to sit in on Joint Design Team Meetings

Exercise Steering Committee

The Exercise Steering Committee develops the Exercise Objectives for the PREP Exercise as a whole. As PREP Exercises are focused on improving the Area Contingency Plan and the responsible party's plan in a particular geographical area, the Exercise Objectives should represent a consensus among the Response Organizations as to what Exercise Objectives provide the best assessment of the Area Contingency Plan. While the evaluation of the interaction between the responsible party and government authorities is part of the focus of the PREP Exercise, the response process as a whole can not be improved without due consideration being given to the needs of the participating response organizations.

The establishment of Exercise Objectives is a multi-step process, starting with the development of Internal Exercise Objectives by the Exercise Director, each of the Response Organizations and the Area Committee.

The Exercise Director, each of the response organizations participating in the exercise, and the Area Committee will be provided an Exercise Objectives Development Guide by the Exercise Coordinator (The National Strike Force Coordination Center) to assist them in the development of their Internal Exercise Objectives.

The Exercise Steering Committee establishes the strategic guidance for development of the PREP Exercises. The first step is to review the Area Committee's Exercise Objectives and the Exercise Objectives of each of the Response Organizations. The Exercise Steering Committee then **develops an overall set of Exercise Objectives specific to the Exercise that balances the Exercise Objectives of the Area Committee with those of the participating organizations**. At a minimum, the Exercise Steering Committee must meet at least once during the actual development of the Exercise. This meeting occurs the morning of the first day of our Initial Production Meeting. This meeting, facilitated by the NSFCC's Exercise Project Manager or the Exercise Development Team Leader, sets the overall Exercise Objectives.

Members of the Exercise Steering Committee must develop a consensus on the objectives to incorporate in the exercise from the objectives developed from each of the participating organizations. Each representative to the Exercise Steering Committee must realize that because of the complexity of developing a realistic scenario, sometimes it is impossible to meet all of the individual objectives of the participating organizations. It is up to each Exercise Steering Committee Member to decide what compromises that their organization is willing to accept. Should the Exercise Steering Committee be unable to develop a consensus, the decision on which objectives to include will be left to the Exercise Director.

At the first session of the Initial Production Meeting, each of the Exercise Steering Committee representatives will present their internal Exercise Objectives. The NSFCC Exercise Project Manager or Exercise Development Team Leader will then facilitate a discussion among the Exercise Steering Committee Members of their Internal Objectives and provide information on what it will take during an exercise to accomplish their objectives. During this discussion, the facilitator will identify any conflicting objectives that may impact Exercise Development and suggest resolutions to the Exercise Steering Committee for consideration. In those rare instances that the Exercise Steering Committee is unable to develop a consensus agreement to resolve differences in Exercise Objectives, it will be up to the Exercise Director or Co-Directors to decide how to resolve any differences.

The Exercise Steering Committee also accepts the Final Exercise Report from the Exercise Evaluation Director. If the Exercise Steering Committee so chooses, a second meeting of the Committee can be held at the conclusion of the Exercise Report Development Meeting. At this optional meeting, the Exercise Evaluation Director will deliver the Exercise Report, including lessons learned and recommendations for improvement. The Exercise Evaluation Director will facilitate this optional meeting.

Exercise Steering Committee Make-up

Exercise Steering Committee Make-up:
The Incident Commanders for the Response Organizations with jurisdiction for responding to the spill, plus the Exercise Director form the Exercise Steering Committee.

Exercise Director – Committee Chair (Co-Directors for RSPA/MMS Exercises)

Exercise Evaluation Director (Co-Directors for RSPA/MMS Exercises)

Federal On-Scene Coordinator

- Designate FOSC for the Area Plan being exercised

State On-Scene Coordinator

- The lead state response agency
- In cases of multiple state agencies with jurisdiction, each agency should be represented

Exercise Steering Committee Make-up: Continued

Exercise Steering Committee Meetings

Exercise Steering Committee Roles and Responsibilities

Local Government Incident Commander

- Lead local government response agency

Responsible Party (ies) Incident Commander

- RP's IC or Senior employee of RP actually On-Scene
- Should be qualified QI

Other Government Organizations Incident Commander

Any other government agency with jurisdiction, either by law or treaty

- May Include (but not limited to)
 - Foreign Governments (Mexico, Canada)
 - Other Federal Agencies (DoD, DoE, etc.)
 - Sovereign Native American Nations

One Required

- 1st session of the Initial Production Meeting

One Optional

- Formal Meeting to accept the Exercise Report from the Exercise Evaluation Director/Co-Director

- Develop overall Exercise Objectives
- Accept Exercise Report from Exercise Evaluation Director
- Approve "response actions" scripted by Joint Design Team
 - Only in those exercises where Exercise Play advanced by Joint Design Team Table Top Exercis

Exercise Director

The Exercise Director is the Chief, Marine Safety and Environmental Protection Division for the Coast Guard District the PREP Exercise is being held in for Coast Guard Exercises. The Regional Director for the EPA Region being exercised for EPA Exercises. In those PREP Exercises in support of RSPA or MMS, there are two Exercise Co-Directors. One is the Exercise Director from the appropriate lead response agency (Coast Guard or EPA Exercise Director) and the second is either the RSPA or MMS equivalent.

Exercise Director's Responsibilities:

- Chair the Exercise Steering Committee
- Appoint the Exercise Evaluation Director
- Appoint an Exercise Director's Joint Design Team Representative
- Fund "Unified" Exercise Logistics Needs
- Promulgate the Exercise Report

Exercise Evaluation Director

The Exercise Director appoints the Exercise Evaluation Director. In those PREP Exercises in support of RSPA or MMS, there are two Exercise Evaluation Co-Directors., with one being appointed by the Exercise Co-Directors. The Exercise Evaluation Director should have a good working knowledge of the Area Contingency Plan being assessed, and the response processes and protocols of the FOSC. Typically, the Exercise Evaluation Director or Co-Director comes from the same organizational level (District for USCG Exercises, Region for EPA Exercises) as the Exercise Director.

Exercise Evaluation Director's Roles and Responsibilities

- Member of the Joint Design Team
- Develop Evaluation Methodology
 - May use NSFCC Standard Evaluation System
 - Or, may use own
 - Write Evaluation Manuals if own methodology used
- Facilitate Exercise Debrief
- Facilitate Exercise Report Development Meeting
- Present Exercise Report to Exercise Steering Committee

Exercise Coordinator

The National Strike Force Coordination Center is the Exercise Coordinator for all government led PREP Exercises. As Exercise Coordinator, it is NSFCC's responsibility to provide exercise development expertise to the Joint Design Team and guide the Joint Design Team in the development of the exercise, provide the necessary administrative support to write and produce required exercise manuals. The NSFCC will also execute the exercise plan developed by the Joint Design Team on behalf of the Exercise Director, and provide administrative support to the Exercise Evaluation Director.

To support exercise development, NSFCC provides the following support to each exercise

- Exercise Project Manager
- Exercise Development Team

Exercise Project Manager

Roles and Responsibilities

- Primary Liaison between Exercise Director and NSFCC
- Facilitate Marketing Meeting if one requested
- Facilitate 1st meeting of Exercise Steering Committee
- Liaison between Exercise Director and Exercise Coordinator during Execution of the Exercise

Exercise Development Team

Roles and Responsibilities

- Facilitate Joint Design Team Meetings
 - Ensure Exercise Design Supports accomplishment of Exercise Objectives
 - Provide Exercise Development Expertise and Advice to the Joint Design Team
 - Document decisions reached and provide meeting notes to Joint Design Team Members
 - Identify and document Response Plan Lessons Learned and suggested improvements identified during the Joint Design Team Meetings
 - Adapt Standard Exercise Control Procedures to support accomplishment of Exercise Objectives whenever possible
 - Inform Exercise Steering Committee of Exercise Objectives that can't be accomplished
- Write and Produce Exercise Manuals from input provided by Joint Design Team Members
 - Exercise Manual
 - Exercise Data Collection Team (Controllers and Evaluators) Manual
 - Observer Program Manuals
 - Exercise Control Manuals
- Develop "True Trajectory" used in Exercise Scenario
- Develop "True Vessel Damage Descriptions" used in Exercise Scenario
 - Only necessary when Salvage and Lightering are Exercise Objectives
- Identify concerns and issues of Stakeholder Groups
- Identify Exercise Control, Execution, and Report Development Logistics Needs
 - Exercise Control Room
 - Exercise Training Locations
 - Exercise Control Telecommunication Requirements
- Provide Advice to FOSC on Command Post infrastructure as requested

Exercise Development Team Make-up

- Exercise Development Team Leader
- Exercise Development Team Member
- NOAA SSC (Trajectory Development)
- Marine Safety Center Salvage and Emergency Response Team (Damage Description Development)
- Stakeholder Liaison
- Logistics Specialist
 - Communications Technician or
 - Facilities Specialist

Joint Design Team

The Joint Design Team is made up of at least one representative from each of the organizations that form the Exercise Steering Committee. Joint Design Team representatives must have an in-depth working knowledge of each organizations' jurisdiction and response processes, have the authority to commit necessary resources, make key decisions concerning exercise specifics, and contact assisting and cooperating agencies on behalf of their organization. There are several reasons that have led us to the use of the Joint Design Team concept for developing government led PREP Exercises. Most importantly, we need the input from each facet of the response effort (federal, state, industry) in order to successfully exercise the "response community as a whole".

Joint Design Team Make-up

- NSFCC Exercise Development Team Leader
- Exercise Director's Representative
- Federal On-Scene Coordinator's Representative
 - Represents both the Area Committee and FOSC Response Organization
- State On-Scene Coordinator's Representative(s)
- Local Government Incident Commander's Representative
 - May be from local emergency management agency rather from Local Incident Response Organization
 - Providing agency dependant on Local Government division of responsibilities
- Responsible Party(ies) Representatives
- Other Government Organizations Representatives

Exercise Objective Data Collection Sheet

This form, along with the information in the attached Exercise Objective Development Guide will make it simpler to develop your PREP Exercise. Please take the time to read the attached guide and then complete the form.

Note: We recommend that **you make several copies of this form before you begin answering the questions.** All Exercise Objectives are related to one another in some form. Therefore, you may find that as you answer one question, answers to preceding questions may have to be changed

Response Organization: Information:

Organization Name: _____

Organization Address: _____

Phone Number: _____

Fax Number _____

Organization's Exercise Steering Committee Representative:

Normally Organization's IC

Name: _____

Phone: _____

E-Mail Address: _____

Organizations: Joint Design Team Representative:

Normally organization's lead plan writer

Name: _____

Phone: _____

E-Mail Address: _____

Write or circle as appropriate the Internal Exercise Objectives of your Response Organization

Step 1 - Desired Response Tier

Tier 1 – Local

Tier 2 – Regional

Tier 3 National

Step 2 Desired Exercise Format

PREP Exercise

PREP Exercise with a TTX

Step 3 – Desired Exercise Length –

One day

Two-day Split

Two-day Continuous

Step 4 – Using the table on Page 8, ensure steps 1- 3 are aligned

Step 5 – List the other Exercise Lengths and Formats you are willing to support.

Step 6 – List the organizational components of your organization that will participate (Response Management Team, Corporate Response Group, District Operations Center, Regional HQ, etc.)

Step 7 – List the assisting and cooperating agencies/organizations that will participate on behalf of your organization

Step 8 – List the Stakeholder Groups that should participate in this Exercise. Please Include a Point of Contact for each whenever possible

Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____
Stakeholder Group: _____ .	Point of Contact _____

Step 9 – List the total number of responders participating in the exercise on behalf of your organization, including assisting and cooperating agencies/organizations and the type of exercise locations from where they will participate.

Initial Command Post:	Number: _____
Unified Command Post	Number: _____
Field Play Location	Number: _____
Remote Location	Number: _____

Step 10 – List the training goals and numbers of trainees anticipated to attend the exercise:

Initial Exposure	Number: _____
Hands-On with Coaching/Mentoring	Number: _____
Hands-On for Qualification	Number: _____

Step 11 – List the minimum telecommunication requirements of any information management systems used to support your response effort: (Modem access (no required), ISDN, T-1 Line, etc.)

Step 12 – List the initial command post or location used by your organization's Initial Response Team.

Location: _____	Address: _____
Location Point of Contact _____	Phone: _____

Step 13 – Federal On-Scene Coordinator Only – List the Unified Command Post to be used in this exercise:

Location: _____	Address: _____
Location Point of Contact _____	Phone: _____

Step 14 – List any specific geographic areas or ESAs that must be impacted during the drill:

Step 15 – List any field sites that must be used during the drill:

Step 16– List the remote locations supporting your organization’s response effort that will participate in the exercise:

Location: _____ Address: _____
Location Point of Contact _____ Phone: _____

Location: _____ Address: _____
Location Point of Contact _____ Phone: _____

Location: _____ Address: _____
Location Point of Contact _____ Phone: _____

Location: _____ Address: _____
Location Point of Contact _____ Phone: _____

Location: _____ Address: _____
Location Point of Contact _____ Phone: _____

Step 17 - List the types of response or support equipment you will (or would like see deployed)

Type: _____
Type: _____
Type: _____
Type: _____
Type: _____

Step 18 – Circle the PREP Exercise Objective and the Sub-objective you would like the evaluation to focus on and the specific issue you would like evaluated: Not all 16 Objectives have to be targeted – only those of importance to your organization:

1.Objective: NOTIFICATIONS

Issues: _____

2.Objective: STAFF NOTIFICATIONS

Issues: _____

3.Objective: UNIFIED COMMAND

Sub Obj:3.1 FEDERAL REPRESENTATION

Sub Obj:3.3 LOCAL REPRESENTATION

Sub Obj:3.4 RESPONSIBLE PARTY REPRESENTATION

Issues: _____

4.Objective: RESPONSE MANAGEMENT SYSTEM

Sub Obj: 4.1 OPERATOINS

Sub Obj: 4.2 PLANNINGS

Sub Obj: 4.3 LOGISTICS

Sub Obj: 4.4 FINANCE

Sub Obj: 4.5 PUBLIC AFFAIRS

Sub Obj: 4.6 SAFETY AFFAIRS

Sub Obj: 4.7 LEGAL AFFAIRS

Issues: _____

5.Objective: DISCHARGE CONTROL

Issues: _____

6.Objective: ASSESSMENT

Issues: _____

7.Objective: CONTAINMENT

Issues: _____

8.Objective: RECOVERY

Sub Obj: 8.1 SHALLOW WATER RECOVER

Sub Obj: 8.2 SHORE BASED RECOVERY

Issues: _____

9.Objective: PROTECTION

Sub Obj: 9.1 PROTECTIVE BOOMING

Sub Obj: 9.2 DISPERSANT USE

Sub Obj: 9.3 IN SITU BURNING

Sub Obj: 9.4 WATER INTAKE PROTECTION

National Strike Force Coordination Center
Sub Obj: 9.5 WILDLIFE RECOVERY AND REHABILITATION
Sub Obj: 9.6 POPULATION PROTECTION
Sub Obj: 9.7 ALTERNATE RESPONSE TECHNOLOGIES

Preparedness for Response Exercise Program

Issues: _____

10.Objective: DISPOSAL

Issues: _____

RESPONSE SUPPORT OBJECTIVES

11.Objective: COMMUNICATIONS

Sub Obj: 11.1 INTERNAL COMMUNICATIONS

Sub Obj: 11.2 EXTERNAL COMMUNICATIONS

Issues: _____

12.Objective: TRANSPORTATION

Sub Obj: 12.1 LAND TRANSPORTATION O

Sub Obj: 12.2 WATERBORNE TRANSPORTATION

Sub Obj: 12.3 AIRBORNE TRANSPORTATION

Issues: _____

13.Objective: PERSONNEL SUPPORT

Sub Obj: 13.1 MANAGEMENT

Sub Obj: 13.2 BERTHING

Sub Obj: 13.3 MESSING

Sub Obj: 13.4 OPERATIONAL/ADMINISTRATIVE SPACES

Sub Obj: 13.5 EMERGENCY PROCEDURES

Issues: _____

14.Objective: EQUIPMENT MAINTANCE and SUPPORT

Sub Obj: 14.1 RESPONSE EQUIPMENT

Sub Obj: 14.2 SUPPORT EQUIPMENT

Issues: _____

15.Objective: PROCUREMENT

Sub Obj:15.1 PERSONNEL

Sub Obj: 15.2 RESPONSE EQUIPMENT

Sub Obj: 15.3 SUPPORT EQUIPMENT

Issues: _____

16.Objective: DOCUMENTATION

Issues: _____

After completing the above, please make a copy of these capture sheets and mail them or fax them to:

**National Strike Force Coordination Center:
1461 North Road Street
Hwy 17 North
Elizabeth City, NC 27909**

**(252) 331-6000
(252) 331-6012 (Fax)**

Please mark it attention: LCDR Randy Farmer